

UNITED STATES MARSHALS SERVICE

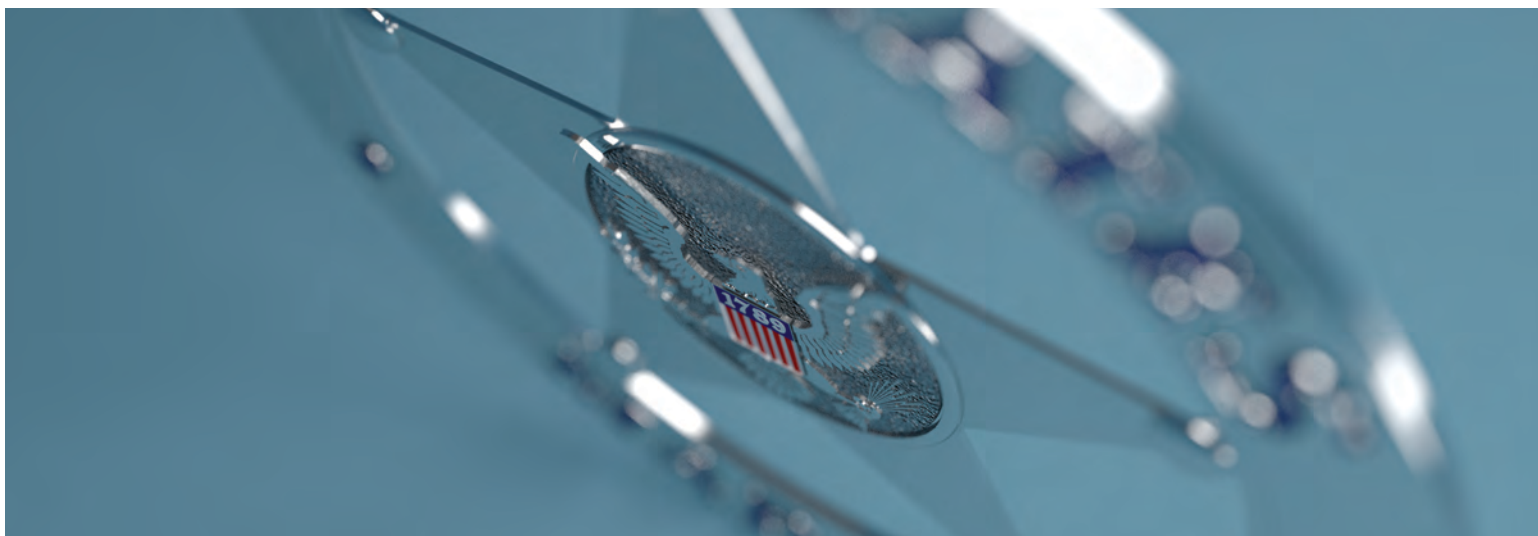


FY 2015 ANNUAL REPORT

USMS Publication 2 • Online Edition

U.S. DEPARTMENT OF JUSTICE

UNITED STATES MARSHALS SERVICE



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MESSAGE FROM THE DIRECTOR



The United States Marshals Service's (USMS) vision is to build upon our world-renowned mission capabilities while transforming into a data-driven, cost-efficient, and agile organization. Throughout fiscal year (FY) 2015, our Agency maintained momentum on this long-term transformation by capitalizing on recent successes and embarking upon new initiatives. I am pleased to present the Agency's *FY 2015 Annual Report*, which clearly demonstrates our commitment to making this vision a reality.

Over the past year, the USMS forged ahead with the Law Enforcement Safety Program that we began in 2011. We were reminded yet again of the program's importance as we faced the tragic line-of-duty death of Deputy U.S. Marshal Josie Wells on March 10, 2015. In FY 2015, we were able to bring critical officer safety training to more of our operational personnel by increasing the accessibility of firearms training, utilizing regional training venues, and fully deploying the Tactical Training Officer (TTO) program to prepare TTOs across the nation to train their peers.

The Agency also remained committed to reaching significant operational and administrative milestones in FY 2015, even managing to surpass some of them. The USMS proudly apprehended approximately 100,000 federal, state, and local fugitives through our routine investigative work, while taking the initiative to further protect the public through Operation Violence Reduction⁷. This strategic 6-week initiative resulted in the apprehension of over 7,000 of the most violent criminals and gang members across the nation, producing an immediate impact in communities plagued by violent crime. The USMS also made significant progress with the Austin Processing Center (APC). Designed to centralize the Agency's payment activities, the APC successfully converted from a pilot in only 16 districts to full implementation in all 94 districts and is now being used as a model by the Executive Office for the U.S. Attorneys. Additionally, the USMS implemented a space utilization plan to consolidate its Headquarters operations, a move that will result in an estimated annual rent savings of \$10 million.

In reviewing the *FY 2015 Annual Report*, you will learn of countless other accomplishments in each of our Agency's diverse mission areas. With 226 years of law enforcement experience under our belt and an innovative workforce committed to justice, I look forward to even greater advancements in FY 2016 and beyond.

A handwritten signature in black ink, reading "David L. Harlow".

David L. Harlow,
Acting Director, United States Marshals Service

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UNITED STATES MARSHALS SERVICE FY 2015 ANNUAL REPORT

Mission

To protect, defend and enforce the American justice system.

Vision

A world class law enforcement agency—unified in our mission and workforce; professional and agile, with modernized tools and capabilities; strategically building upon our status as a trusted partner by achieving the highest levels of effectiveness, efficiency, safety and security.

Introduction

As the nation's first, most versatile federal law enforcement agency, the United States Marshals Service (USMS) continues to build on its legacy of steadfast service and unique position in the country's federal justice system. Today, the USMS is a force of nearly 5,400 deputies and civil servants who protect the judicial process, the cornerstone of American democracy. Its mission is to provide federal judicial security; apprehend fugitives and non-compliant sex offenders; secure and transport federal prisoners; execute federal court orders; seize and manage assets forfeited to the government; and assure the safety of endangered government witnesses and their families. The USMS uses the influence and reach gained throughout its accomplished history and broad legal authority to collaborate with other federal, state, local, and international law enforcement agencies, as well as with concerned citizens and members of the judiciary, to form a united front against crime. This accomplishment is a result of the program execution throughout the 94 districts and USMS headquarters management, as shown in Figure 1.

Organizational Structure

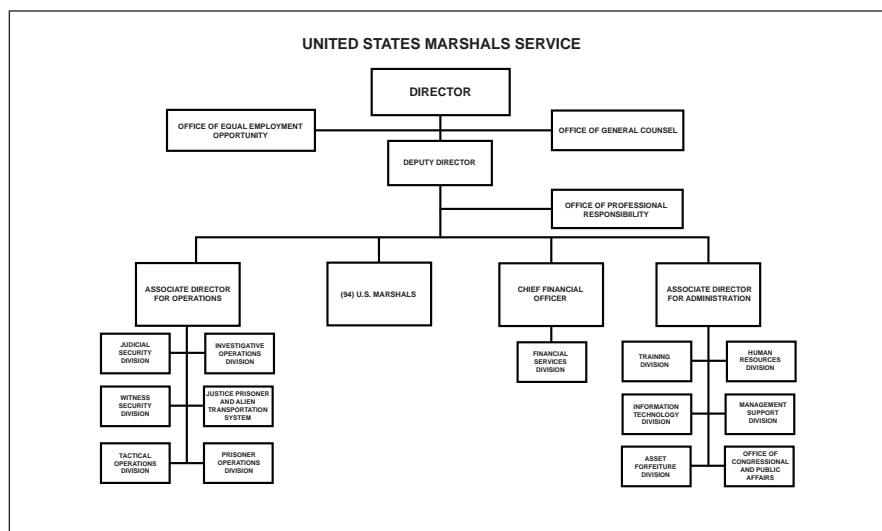


Figure 1 – Organizational Structure. The United States Marshals Service is well-organized operationally and administratively to effectively perform its mission of protecting, defending, and enforcing the American justice system.

Resources by Strategic Goal

FY 2013-15 ENACTED RESOURCES BY USMS STRATEGIC GOAL

The USMS utilizes the *USMS 2012-2018 Extended Strategic Plan* as the guide to further its mission and advance the capability of the Agency as a whole. This report highlights the resource investments and accomplishments of fiscal year (FY) 2015 under each strategic goal and major mission as displayed in Tables 1-5.

STRATEGIC GOAL 1 Judicial and Courthouse Security (S&E) Protection of Witnesses (S&E) Construction (Construction)	FY 2013 Enacted with Rescissions and Sequester Cut			2014 Enacted			2015 Enacted		
	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Comparison by activity and program									
Judicial and Courthouse Security	1,673	1,510	334,983	1,673	1,510	356,951	1,673	1,510	359,963
Protection of Witnesses	153	141	30,635	153	141	32,644	153	141	32,919
Total Enacted - S&E	1,826	1,651	365,618	1,826	1,651	389,595	1,826	1,651	392,882
Reimbursable FTE		17			18			18	
Total Enacted with Reimbursable FTE - S&E	1,826	1,668	365,618	1,826	1,669	389,595	1,826	1,669	392,882
Construction	0	0	9,793	0	0	9,793	0	0	9,800
Grand Total Enacted - S&E and Construction	1,826	1,668	375,411	1,826	1,669	399,388	1,826	1,669	402,682
<i>Note: Represents S&E operational resources only and Construction appropriation</i>									

Table 1 – Strategic Goal 1. Judicial and Courthouse Security (S&E)/Protection of Witnesses (S&E)/Construction

STRATEGIC GOAL 2 Fugitive Apprehension (S&E)	FY 2013 Enacted with Rescissions and Sequester Cut			2014 Enacted			2015 Enacted		
	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Comparison by activity and program									
Fugitive Apprehension	1,301	1,186	260,497	1,301	1,186	277,581	1,301	1,186	279,923
Total Enacted - S&E	1,301	1,186	260,497	1,301	1,186	277,581	1,301	1,186	279,923
Reimbursable FTE		103			115			115	
Total Enacted with Reimbursable FTE - S&E	1,301	1,289	260,497	1,301	1,301	277,581	1,301	1,301	279,923
<i>Note: Represents S&E operational resources only</i>									

Table 2 – Strategic Goal 2. Fugitive Apprehension (S&E)

STRATEGIC GOAL 3 Prisoner Security & Transportation (S&E) Detention Services (FPD) Justice Prisoner and Transportation System (JPATS)	FY 2013 Enacted with Rescissions and Sequester Cut			2014 Enacted			2015 Enacted		
	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Comparison by activity and program									
Prisoner Security and Transportation	878	819	175,801	878	819	187,330	878	819	188,911
Total Enacted - S&E	878	819	175,801	878	819	187,330	878	819	188,911
Reimbursable FTE		0			0			0	
Total Enacted with Reimbursable FTE - S&E	878	819	175,801	878	819	187,330	878	819	188,911
Detention Services	17	15	1,533,716	17	17	1,533,000	17	17	1,473,307
Grand Total Enacted - S&E and FPD	895	834	1,709,517	895	836	1,720,330	895	836	1,662,218
JPATS	123	95	48,717	123	95	58,578	123	95	49,603
Total Operating (President's Budget) Level - JPATS	123	95	48,717	123	95	58,578	123	95	49,603
Actual Operating Level - JPATS	123	94	77,779	123	95	44,378	123	95	47,296
<i>Note 1: Represents S&E operational resources only, FPD appropriation, and JPATS Revolving Fund</i>									
<i>Note 2: In FY 2012, Detention resources was reported under the Office of the Detention Trustee</i>									

Table 3 – Strategic Goal 3. Prisoner Security & Transportation (S&E)/Detention Services (FPD)/Justice Prisoner and Transportation System (JPATS)

STRATEGIC GOAL 4 Tactical Operations (S&E)	FY 2013 Enacted with Rescissions and Sequester Cut			2014 Enacted			2015 Enacted		
	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Comparison by activity and program									
Tactical Operations	129	120	25,829	129	120	27,523	129	120	27,756
Total Enacted - S&E	129	120	25,829	129	120	27,523	129	120	27,756
Reimbursable FTE		42			36			36	
Total Enacted with Reimbursable FTE - S&E	129	162	25,829	129	156	27,523	129	156	27,756
<i>Note: Represents operational resources only; Base funding for LESTP and Officer Safety is being requested in FY 2016</i>									

Table 4 – Strategic Goal 4. Tactical Operations (S&E)

STRATEGIC GOAL 5 and 6 All S&E Decision Units (S&E)	FY 2013 Enacted with Rescissions and Sequester Cut			2014 Enacted			2015 Enacted		
	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount	Perm Pos	FTE	Amount
Comparison by activity and program									
Judicial and Courthouse Security	549	532	96,225	549	532	101,475	549	532	118,123
Fugitive Apprehension	443	416	115,315	443	416	121,772	443	416	95,316
Prisoner Security and Transportation	326	287	61,005	326	287	64,225	326	287	70,142
Protection of Witnesses	54	49	2,227	54	49	2,755	54	49	11,619
Tactical Operations	48	43	9,552	48	43	12,744	48	43	10,328
Total Enacted - S&E	1,420	1,327	284,324	1,420	1,327	302,971	1,420	1,327	305,528
Reimbursable FTE		256			256			256	
Total Enacted with Reimbursable FTE - S&E	1,420	1,583	284,324	1,420	1,583	302,971	1,420	1,583	305,528
<i>Note: Represents S&E administrative resources only</i>									

Table 5 – Strategic Goals 5 and 6. All S&E Decision Units (S&E)

Performance by Strategic Goal

GOAL 1: PROTECTION OF THE JUDICIAL PROCESS

Protect the Judicial Process through the most effective and efficient means



JUDICIAL PROTECTION AND COURTHOUSE SECURITY

Since its establishment in 1789, a primary function of the USMS is the protection and security of the federal judicial process. The federal courts preside over cases involving domestic and international terrorists groups, organized crime and drug trafficking, and litigants distressed at the outcome of their individual cases. The high profile nature of these cases, the stature of federal judges presiding over them, and the symbolic significance of court facilities that host them, require vigilance to confront and overcome the threats to the security and integrity of the federal judicial process.

The war on terrorism places even greater importance on the role of the USMS, particularly in carrying out protective responsibilities for more than 2,200 federal judges, 11,000 federal prosecutors, and 15,000 court officials, along with members of the public who visit and work in federal courthouses. The protection of these officials, and safeguarding the public, is a responsibility that tolerates no errors. It is a comprehensive effort, accomplished by proactively deploying and effectively managing preventative measures, and continuously developing and implementing innovative protective tactics.

Central to the courthouse security mission is the management of approximately 5,000 contracted Court Security Officers (CSOs) who provide physical security at over 800 court facilities throughout the nation. Their duties include: monitoring security systems, responding to duress alarms, screening visitors at building entrances, controlling access to garages, providing perimeter security in areas not patrolled by the Department of Homeland Security's Federal Protective Service (FPS), and screening mail and packages.

As the physical security provider to federal facilities, the USMS develops, manages, and implements electronic security systems and screening equipment that protect each courthouse. These capabilities are critical to the safety of judicial officials, courtroom participants, the general public, and USMS personnel. Security cameras, duress alarms, and physical access control systems are a few of the countermeasures installed within court facilities to improve the overall security presence. When incidents occur, the USMS is equipped to identify situations requiring a tactical response, send additional staff to secure the situation, protect the judiciary, monitor personnel and prisoners, and digitally record events.

The USMS developed agreements and liaison positions with several federal agencies to address challenges in obtaining relevant intelligence, leveraging technological innovations, and implementing industry best practices. To support the protective and physical security programs, General Services Administration and FPS representatives are collocated within USMS. To facilitate the sharing of intelligence information, USMS positions are currently placed at the National Counter Terrorism Center (NCTC), Bureau of Prisons (BOP), and National Joint Terrorism Task Force (NJTTF). Allocating liaison positions increases the transfer of knowledge and collection of intelligence while increasing the efficiency of business processes.

FY 2015 Mission Execution Highlights

The security of court personnel and facilities is central to an unimpeded judicial process and requires a massive effort. Success in protecting the judiciary is due not only to effective responsiveness, but also to proactive and preventive actions.

In FY 2015, the USMS:

- Strengthened court member knowledge of critical security awareness issues and best practices by creating, updating, and disseminating multi-media educational products and training. Produced the video series “Project 365,” covering a range of topics and published the off-site security book “Tips Judges Can Live With.”
- Enhanced USMS capabilities to predict trends, determine resource needs, and develop other strategic assessments related to protective and threat data. Key to this project was the revision of the policy, procedures, and performance measurement relating to protective investigations. The updated policy complies with the Attorney General Guidelines for Domestic Operations Manual. New procedures incorporated advances in protective investigations, interagency threat management methodologies, and utilize the Suspicious Activities, Incidents, and Deaths module within the USMS Justice Detainee Information System. As shown in Figure 2, USMS evaluated 1,930 inappropriate communications or potential threats. The dramatic increase in FY 2015 resulted from the incorporation of the new procedures.
- Ensured the continuity of secure access control and improved expenditure forecasts at federal judicial facilities nationwide by developing a weighted variable risk matrix. This matrix identifies facilities with the most critical physical access control needs and prioritizes facilities for preemptive maintenance/replacement funding (as defined by Interagency Security Committee (ISC) standards). Using this tool, USMS assessed 800 judicial facilities nationwide.
- Established a comprehensive, safe, and consistent approach to Active Shooter/Active Threat (ASAT) situations by developing policy, best practices, and training programs. Incorporated governmental and industry-wide best practices such as the ISC for Active Shooter Response.

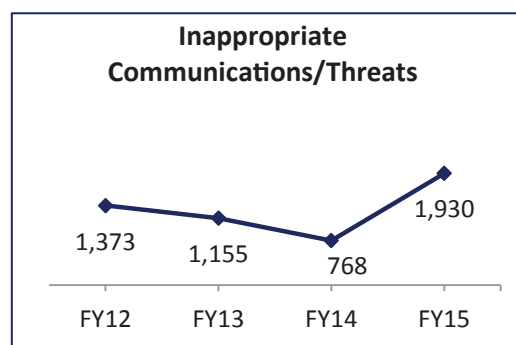


Figure 2 – Inappropriate Communications/Threats. Judicial security includes the critical step of evaluating all threats.

- Ensured the protection of court members and the judicial process through execution of the judicial security missions. As shown in Figure 3 and 4, 305 investigations of threats to court members resulted in mitigating action and 17 threat-based protective details. Additionally, the USMS provided 284 Supreme Court Justice protective details (10% increase over FY 2014), security for 145 judicial conferences (27% increase over FY 2014), 35 high-threat trials (equal to FY 2014), and 539 predicated protective investigations.

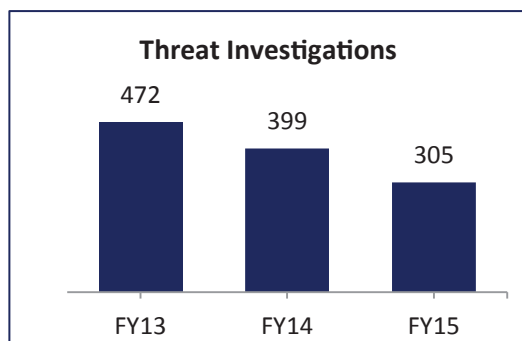


Figure 3 – Threat Investigations. A critical step in the protection of court members.

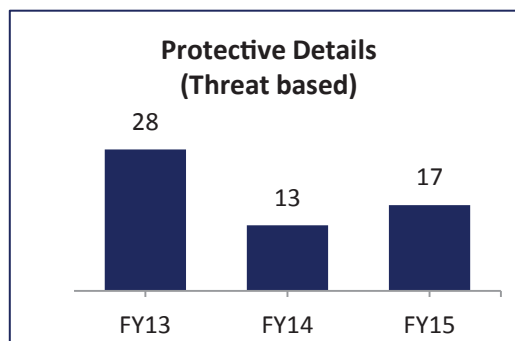


Figure 4 – Protective Details. A vital task in the event of credible threats.

- Mitigated threats to protectees' safety by developing educational products on workplace violence prevention. USMS provided training on this topic to federal judges, members of the court, and its employees.
- Implemented the Judicial Security Inspector (JSI) Mentorship Program. The new program gives skilled JSIs an opportunity to assist less experienced JSIs in the field by providing training, guidance, and advice.
- Established a more accurate budget projection for courthouse security equipment. The USMS worked with the judiciary to change the budget formulation process for courthouse security systems, court facility alterations and improvements, and the cyclical replacement of existing security equipment.
- Improved security at federal court facilities by creating a new curriculum for CSO Phase II Orientation. This curriculum provides more hands-on training of security screening equipment, participation in ASAT labs, and an overview on courtroom decorum, security trends, and vehicle searches.
- Streamlined CSO management by awarding \$442 million in new CSO contracts that mandate enhanced reporting requirements, computer-based training for all CSO personnel, automated time and attendance systems, and re-aligned responsibilities for purchasing CSO ballistic vests.
- Improved off-site security program management by awarding a \$6 million Home Intrusion Detection Systems contract to support the installation and repairs of over 1,600 residential alarm systems of participating federal judges. The new contract will enhance and refine reporting requirements and service response times.
- Enhanced and strengthened the USMS international presence by collaborating with the Department of Justice's (DOJ) Overseas Prosecutorial Development, Assistance and Training program and International Criminal Investigative Training Assistance Program to conduct foreign programs involving court and judicial security assessments and training. A total of six international programs were supported by the USMS, including court and judicial security assessments, facility vulnerability evaluations and protective operations, and investigations training.
- Established the DOJ Physical Security Working Group to bring physical security subject matter experts together to facilitate an effective information exchange of best practices and lessons learned. Topics include physical access control systems, hostile vehicle mitigation, vehicle inspection, lobby design, screening equipment, cyclical replacement of security equipment, and ISC participation.

- Collaborated with the Virginia Center for Policing Innovation to develop a Judicial Security Specialist Program. The program will deliver comprehensive, blended-learning training on current and best practices in judicial security for state and local partners.

WITNESS PROTECTION

The protection of witnesses ensures the safety of government witnesses whose lives are threatened as a result of their testimony against drug traffickers, terrorists, organized crime members, and other major criminal organizations. The Witness Security Program provides physical security during the trial proceedings and assistance to create new identities and relocate witnesses and their families after the trial. The successful operation of this program is widely recognized as providing a unique and valuable tool in the government's war against organized crime, drug cartels, violent criminal gangs, and terrorist groups.

FY 2015 Mission Execution Highlights

The USMS remains committed to providing a safe, protective environment for all witness security program participants to ensure their testimony can be provided without fear of retaliation. This mission becomes more challenging as the numbers of participants increase. Figure 5 displays the upward trend in the number of witness security program participants, peaking at 18,685 at the conclusion of FY 2015. Nonetheless, there is constant testing and assurance of compliance by evaluating operational training, management systems, witness assimilation, and a holistic approach of collaboration with other agencies to enhance operational ability, mission efficiency, and timelines.

The USMS continued to collaborate with the Office of Enforcement Operations (OEO) on standard operating procedures (SOPs) to identify specific infractions that could lead to the termination of security assistance, as well as continue to identify areas such as technology that could lead to identity compromise. This collaboration has led to 152 security breaches mitigated, highlighted in Figure 6.

In FY 2015, the USMS:

- Prioritized future witness security projects and initiatives by developing a strategic plan.
- Established protocols to ensure witness protection participants are properly vetted to identify both terrorist and sex offender cases.
- Enhanced controls of high-risk program participants and increased the security of witnesses, inspectors, and the general public by developing new policies. The USMS collaborated with the Transportation Security Administration, NJTTF, NCTC, and OEO to develop the Terrorism Case Protocol Policy. Additionally, the USMS and OEO developed the Sex Offender Policy.

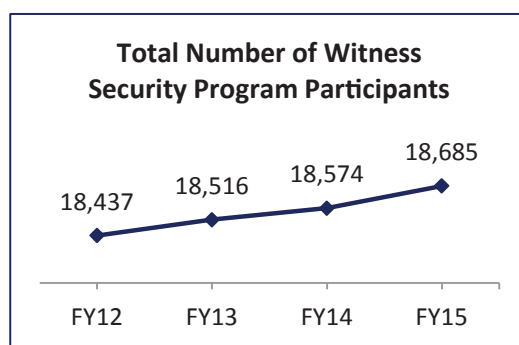


Figure 5 – Witness Security Program Participants.
Providing a safe, protective environment for a growing number of participants.

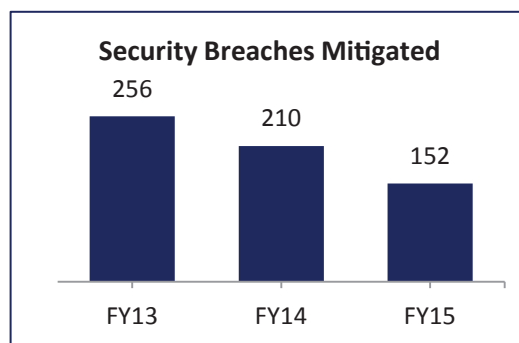


Figure 6 – Security Breached Mitigated.
Collaborative, synchronized efforts enable identification of infractions and enhance law enforcement and public safety.

GOAL 2: INVESTIGATIONS

Strengthen the effectiveness of domestic and international investigations



FUGITIVE APPREHENSION

Fugitive apprehension is one of the primary missions of the USMS and the greatest opportunity to increase public safety by reducing violence in America's communities. The Fugitive Apprehension mission consists of domestic and international fugitive investigations including fugitive extraditions and technical operations. The USMS has the authority to enforce the Fugitive Felon Act and may assist state and local agencies in their fugitive missions, even in the absence of interstate or other extra-jurisdictional flight.

To effectively conduct foreign and international fugitive investigations, the USMS manages three foreign field offices, the Mexico and Canada Investigative Liaison programs, and the global extradition program. It also maintains liaison positions at International Criminal Police Organization (INTERPOL)-Washington, DOJ's Office of International Affairs, the El Paso Intelligence Center, and Diplomatic Security Service.

FY 2015 Mission Execution Highlights

The USMS is the Federal Government's primary agency for conducting fugitive investigations and has a critical role in implementing the DOJ's violent crime reduction strategy. Of all federal warrants cleared by arrest or detainer, the USMS was responsible for 51% in FY 2015.

In addition to federal fugitives, USMS arrests many violent state and local fugitives through its extensive network of fugitive task forces. USMS task forces, which currently include over 1,200 state and local law enforcement agency partners, serve as a force multiplier for state and local law enforcement, ensuring

the nation's most egregious criminals are apprehended for judicial proceedings. In response to increasing requests to assist with state and local fugitive apprehension, the USMS established a formal set of selection criteria to ensure the utmost protection of the public by focusing its limited resources on the most egregious fugitives. This standard now serves as a performance measure for the 94 USMS districts.

In FY 2015, the USMS:

- Enhanced public safety by apprehending or clearing 107,001 USMS federal and egregious state and local fugitives, as shown in Figure 7. These fugitives included 4,714 homicide suspects, 6,588 gang members, 1,036 Organized Crime and Drug Enforcement Task Force fugitives, and 14,198 sex offenders. The USMS also seized 2,971 firearms, over \$18 million in U.S. currency, 133 vehicles, and almost 2,000 kilograms of illegal narcotics.
- Closed 32,002 federal warrants (31,202 fugitives) and 98,025 state and local warrants (84,542 fugitives). These included warrants for 5,039 homicide charges, 8,673 charges on known gang members, 1,063 charges on Organized Crime and Drug Enforcement Task Force targets, and 16,170 sex offender charges (sexual offense, sexual assault, or failure to register), as shown in Table 6.
- Ensured a judicious use of resources, with over 90% of all cases adopted meeting the SOP criteria for egregious state and local case adoption.
- Increased public safety and the safety of minors by partnering with the National Center for Missing and Exploited Children (NCMEC) and other law enforcement entities to locate and recover 74 endangered or missing children, safely returning them to their families, as displayed in Figure 8.
- Protected domestic and international communities from transnational fugitives perpetrating crimes of violence, sexual assault, fraud, and drug activity by closing over 2,400 International Foreign Fugitive cases. Of these, 966 cases involved fugitives wanted by the United States who had fled to a foreign country to avoid prosecution or incarceration. The remaining 1,435 Foreign Fugitive cases that were closed involved fugitives wanted by a foreign nation but were believed to be in the United States.
- Assisted in the judicial process by performing 796 removals, including extraditions, foreign extraditions, deportations, and expulsions, through coordination with 71 foreign nations.

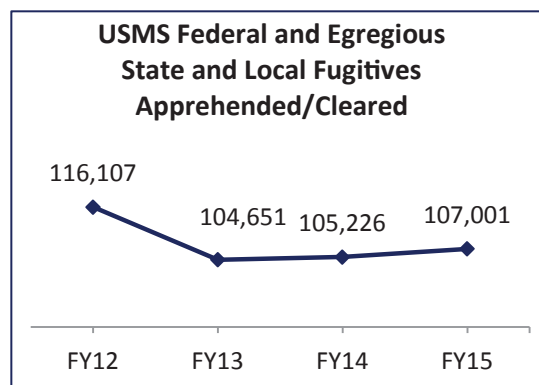


Figure 7 – USMS Federal and Egregious State and Local Fugitives Apprehended/Cleared. USMS task forces are a force multiplier for state and local law enforcement, ensuring the nation's most violent criminals are apprehended for judicial proceedings.

USMS FY 2015 Totals	Fugitives Apprehended or Cleared	Warrants Closed
Federal	31,202	32,002
Egregious State/Local	75,799	89,988
Total State/Local	84,542	98,025
USMS Special Subtotals		
Homicide	4,714	5,039
Gang Member	6,588	8,673
OCDETF	1,036	1,063
Sex Offender	14,198	16,170

Table 6 – Fugitives Apprehended or Cleared and Warrants Closed.

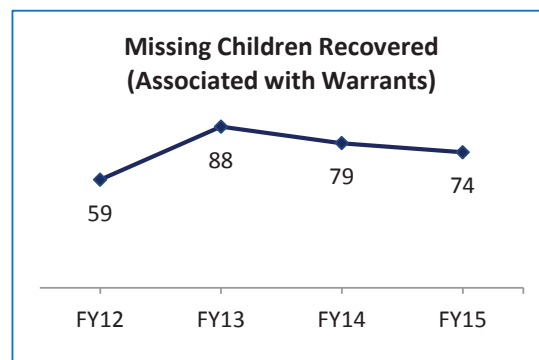


Figure 8 – Missing Children Recovered. USMS coordinates efforts with NCMEC in connecting fugitive investigation resources with other law enforcement agencies in need of assistance.

- Increased public safety and optimized resources by using the USMS' seven Counter-Gang Units (CGUs) to target violent criminal elements in gangs at the national and local levels. CGUs cleared 721 warrants, made 557 physical arrests, and seized more than \$570,000 in U.S. currency, 43.5 kilograms of illegal narcotics, and 112 illegal firearms.
- Protected the public through Operation Violence Reduction⁷ (VR⁷) by arresting 7,127 violent criminals, including 750 gang members. This six-week initiative focused law enforcement efforts within seven core cities and associated regions. As part of VR⁷, the USMS seized 383 firearms, \$584,431 in U.S. currency, and more than 69 kilograms of illegal narcotics, and cleared the following warrants: 519 homicide, 922 weapons-related, 1,888 assault, 583 sexual assault, 1,093 robbery, and 2,654 narcotics.
- Enhanced accountability and transparency by developing the ability to accurately track international fugitive removal activities, including all associated costs. The incremental solution advances the USMS initiative to provide a comprehensive mechanism for evaluating the performance of DOJ's international fugitive removal program.
- Increased investigators ability to verify the identity of persons in the field by developing a handheld Mobile ID Program. These handheld devices allow investigators to rapidly identify and verify wanted subjects, enhancing officer safety. Ninety mobile fingerprinting devices were deployed to 29 districts and seven Regional Fugitive Task Forces. As the first federal agency with this capability, the USMS anticipates full deployment by 2016.
- Increased efficiency and effectiveness of USMS fugitive and sex offender investigations by ensuring the USMS has full access to the Law Enforcement Information Exchange (LInX). More than 520 USMS users accessed LInX over 300,000 times in the first six months of utilization.

PROTECTING AMERICA'S CHILDREN AND COMMUNITIES

The USMS is the lead federal law enforcement agency responsible for investigating sex offender registration violations. The USMS has three distinct missions pursuant to the Adam Walsh Child Protection and Safety Act of 2006 (AWA): (1) assist state, local, tribal, and territorial authorities in the location and apprehension of non-compliant sex offenders; (2) investigate violations of 18 U.S.C. § 2250 and related offenses; and (3) assist in the identification and location of sex offenders relocated as a result of a major disaster.

FY 2015 Mission Execution Highlights

The USMS takes an aggressive approach toward protecting the most vulnerable members of society from violent sex offenders and child predators by partnering with state, local, tribal, and territorial law enforcement. Coordinated efforts include conducting specialized training for state and local law enforcement partners, task force officers, and USMS personnel authorities involved in the regulatory registration process. The USMS also maintains a critically important partnership with the NCMEC. There are approximately 819,000 registered sex offenders nationwide, of which a substantial percentage is estimated to be non-compliant with registration requirements.

In FY 2015, the USMS:

- Enforced sex offender registration laws nationwide by opening 1,867 AWA investigations, as shown in Figure 9, and conducting 353 sex offender operations which resulted in 1,938 arrests for failure to register. USMS investigators also assisted state and local agencies with 43,236 compliance checks of known registered sex offenders. In addition, the USMS responded to 4,043 requests for intelligence and investigative support from federal, state, local, tribal, territorial, and

foreign law enforcement entities searching for noncompliant sex offenders in their communities.

- Improved tribal populations' ability to track and register sex offenders by developing an outreach program. This program is increasing coordination and communication among all levels of law enforcement and public sector entities assisting with the regulatory process of registration in tribal lands. The USMS provided training for 44 attendees from a vulnerable tribal community on the AWA, re-entry notifications, and sex offender operation best practices.
- Improved communication and collaboration related to military sex offender registration investigations by conducting outreach initiatives at two military installations. The events were attended by representatives from 22 military units and regional and local law enforcement agencies.

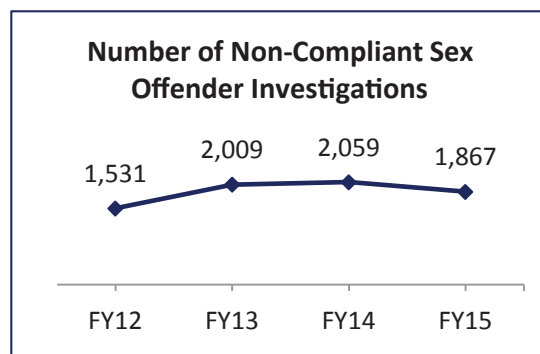


Figure 9 – Non-Compliant Sex Offender Investigations. Historically, the USMS exceeds the noncompliant sex offender investigation target identified as part of the DOJ's priority goal "Protecting Vulnerable People."

ASSET FORFEITURE PROGRAM

As a nationwide law enforcement initiative, the DOJ Asset Forfeiture Program (AFP) plays a critical and key role in disrupting and dismantling illegal enterprises, depriving criminals of the proceeds of illegal activity, deterring crime, and restoring property to victims. The USMS is the primary custodial agency of the AFP. In addition to its core fiduciary responsibilities associated with the management and disposition of over 17,000 assets valued at \$3.1 billion, the USMS also provides vital support to the U.S. Attorney's Office and the investigative agencies through enhanced pre-seizure planning and financial investigations. These investigative agencies include the Drug Enforcement Administration, the Federal Bureau of Investigations, the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), the Food and Drug Administration, the Department of State's Diplomatic Security Service, the Department of Defense (DOD) Criminal Investigation Service, and the U.S. Postal Inspection Service. As a recognized world leader in asset management and asset disposal, the USMS AFP also receives various requests for technical assistance from countries around the world. These requests range from conducting assessments of a country's asset forfeiture program to providing assistance with the restraint of property both domestic and foreign.

FY 2015 Mission Execution Highlights

The USMS AFP plays a critical role in providing recommendations based on pre-seizure analysis, conducting financial investigations, and managing and disposing assets located nationally and internationally. On average, the USMS AFP receives over 20,000 unique assets annually. These assets include cash, real property, personal property, and complex assets, as shown in Figure 10.

The inventory at the onset of FY 2015 was 17% lower compared to that of FY 2014. The downward trend is primarily due to an FY 2015 DOJ policy

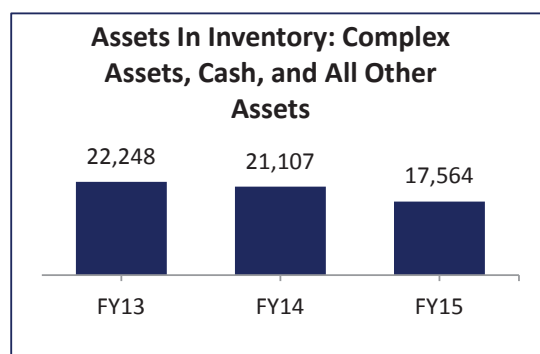


Figure 10 – Assets in Inventory: Complex Assets, Cash, and All Other Assets. AFP's critical role involves management and disposal of all assets to include cash, real property, personal property, and complex assets.

change, which prohibits federal adoption of property seized by state or local law enforcement under state law, except for property that directly relates to public safety concerns. This policy change resulted in a significant decrease in the total number and value of assets as shown in Figures 11 and 12.

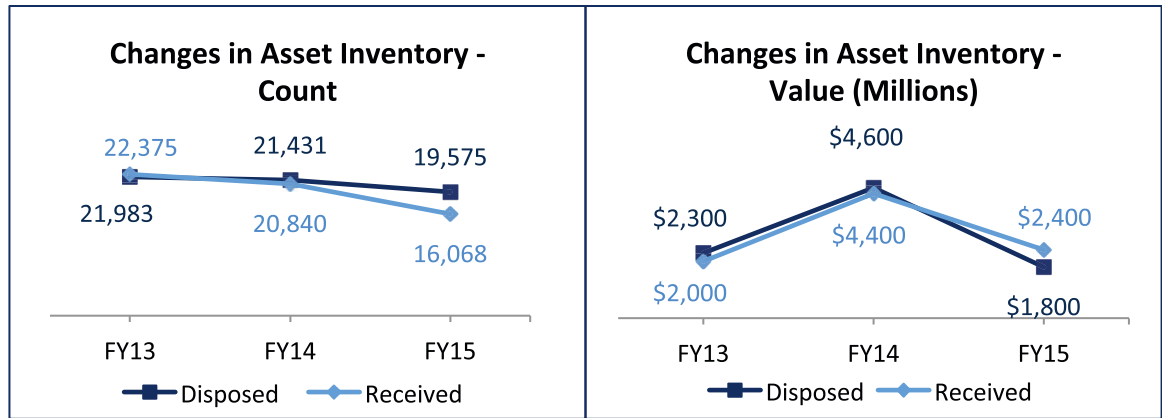


Figure 11 – Changes in Asset Inventory - Count.

Figure 12 – Changes in Asset Inventory – Value.

AFP is regarded as the expert in the efficient management and timely disposition of seized and forfeited assets.

The USMS AFP is regarded as the expert in the efficient management and timely disposition of seized and forfeited assets; however, maintaining the value of an asset over the duration of the forfeiture process is a challenge. By promoting cost-saving measures through innovative contract strategies and open lines of communication with stakeholders, the USMS AFP aims to generate the maximum return upon the disposition of an asset. The USMS monitors the Percent of Value Returned to Fund (PVR), which consists of the percentage of a disposed asset's value that was returned to the Assets Forfeiture Fund (AFF) after deducting all USMS management expenses, equitable sharing, and third-party payments. The AFF is the repository for all proceeds from the liquidation of forfeited assets and serves as the primary funding source for the AFP. As shown in Figure 13, the average PVR for FY 2015 was 64%.

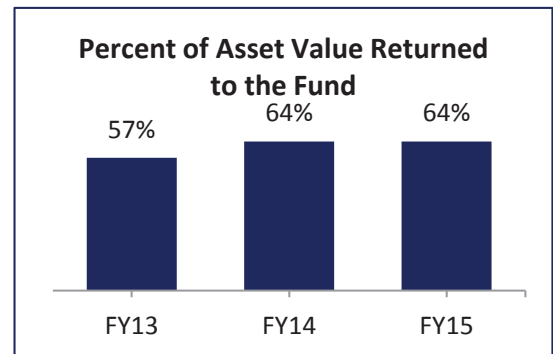


Figure 13 – Percent of Asset Value Returned to the Fund. The AFP aims to generate the maximum return upon the disposition of an asset.

In FY 2015, the USMS:

- Continued to successfully manage and dispose of seized Bitcoins. The USMS strategically conducted multiple online government auctions through a sealed-bid process, selling nearly 174,000 Bitcoins valued at approximately \$67 million at the time of the sale. This creative sales plan resulted in all gross proceeds being deposited to the AFF with no management or disposal expenses incurred. A successful outgrowth of this case was the establishment of an inter-departmental working group, formed to develop future policies to govern the management of virtual currency assets.
- Continued to provide support to the Program's investigative agencies and U.S. Attorney's Office through the Asset Forfeiture Financial Investigators (AFFI) Program, which consists of 58 specially-trained Deputy U.S. Marshals assigned to prosecution teams in 54 judicial districts. The AFFIs augment the financial investigations of on-going criminal and civil investigations to deprive criminals of the proceeds of illegal activity.

- Improved the ability of the Federal Government to recover monies and satisfy court imposed forfeiture related judgments by deploying a new national initiative that led to the recovery of more than \$1 million during the first year.
- Advanced the international asset forfeiture mission by participating in nine international training events, conducting one international forfeiture assessment, participating in 33 active international cases, managing 82 Camden Asset Recovery Interagency Network requests, and continuing collaboration with INTERPOL.
- Supported community-based revitalization programs through Operation Goodwill which allowed for the transfer of limited or marginal value property to a state or local government agency for community-based health and safety programs. Transferred one real property asset in the Eastern District of New York to the non-profit Mutual Housing Association of New York (MHANY). This asset, a vacant lot, was incorporated into MHANY's design for a 58-unit apartment building to provide affordable housing opportunities to low and moderate income families. Transferred 28 pieces of electronic equipment in the Eastern District of New York to Charlie's Champions Foundation, a non-profit organization that serves Winthrop University's Hospital Cancer Center for Kids.

GOAL 3: NATIONAL DETENTION OPERATIONS

Optimize National Detention Operations with well-established business practices that achieve cost effective, safe, secure, and humane confinement and transportation.



PRISONER SECURITY, DETENTION, AND CARE

The Prisoner Security mission is a complex and multi-layered function, both in scope and execution. The USMS is responsible for the national operational oversight of all detention management matters pertaining to individuals remanded to the custody of the Attorney General. The USMS ensures the secure care and custody of these individuals through several processes to include providing sustenance, ensuring secure lodging and transportation, evaluating conditions of confinement, providing necessary medical care, and protecting their civil rights through the judicial process.

Detention resources provide the housing, transportation, medical care, and medical guard services for federal detainees remanded to USMS custody. Detention resources are expended from the time a prisoner is brought into USMS custody through the termination of the criminal proceeding and/or commitment to BOP. The Federal Government relies on various methods to house detainees “as effectively and efficiently as possible.”

FY 2015 Mission Execution Highlights

The USMS preserves the integrity of the federal judicial process by establishing national detention policy and administering the federal detention management system. Program management of the housing, transportation, and care of federal prisoners involves extensive capacity planning and detention management, forecasting, resource analysis, and confinement condition oversight.

During FY 2015, the number of prisoners received by the USMS was 194,792, 3.9% or 7,888 prisoners less than FY 2014, as shown in Table 7. The number of prisoners received for immigration offenses decreased by 13.1%; weapons offenses increased by 9.4%; supervision offenses increased by 4.9%; and drug offenses increased by 1.9%. These statistics potentially signal longer detention times.

The FY 2015 Average Daily Population (ADP) was 51,862, 6.4% less than FY 2014, as shown in Figure 14. The USMS housed fewer prisoners in Intergovernment Agreement (IGA), federal, and contract detention institutions.

The USMS continued to conduct a number of cost savings initiatives, including improving prisoner medical case management, close monitoring of the BOP bed utilization, tracking movement backlogs and designation patterns, and increasing the efficiency of Quality Assurance Reviews.

In FY 2015, the USMS:

- Maintained a balanced approach to detention by housing 9,774 prisoners in BOP detention facilities with beds specifically allocated for USMS use and housing 10,248 prisoners in private facilities under direct contract.
- Held the per day, per capita jail cost at \$79.13, 3.5% above FY 2014, for all facility types, despite an increase in the Service Contract Act wage allowances and the overall inability to take advantage of economies of scale at the contract facilities, as shown in Table 8.
- Held the per day, per capita detention cost at \$85.95, 2% above the projected level (3.7% above FY 2014), as shown in Figure 15. The rate includes the cost of housing, medical, and within district transportation services. Reduced population levels result in an inability to reach the economies of scale available with larger population levels.
- Streamlined and enhanced the USMS prisoner movement management system by migrating the Office of the Federal Detention Trustee (OFDT) Office Workflow System to the USMS Detention Services Network, and centralizing critical mission service systems.

FY 2014 – FY 2015 Prisoners Received by Offense		
Performance Measure	FY 2014	FY 2015
Total	202,680	194,792
Violent	5,796	9,033
Property	12,877	13,313
Drugs	24,406	24,892
Weapons	7,410	8,181
Immigration	82,122	71,357
Other New Offenses	12,130	14,829
Supervision Violations	23,272	24,480
Material Witness	4,977	4,879
Writs, Holds, Transfers	29,690	23,828

Table 7 – Prisoners Received. The number of prisoners entering detention was 3% less than in FY 2014.

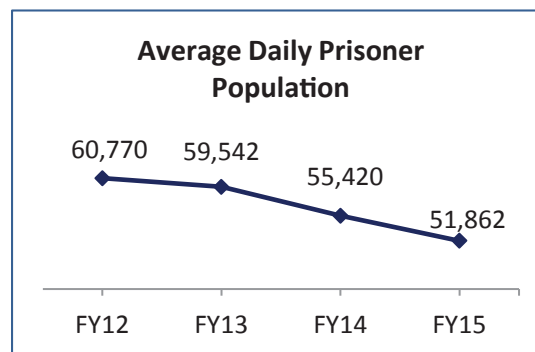


Figure 14 – Average Daily Prisoner Population. A lower than projected ADP was observed nationwide.

FY 2014 and FY 2015 Per Capita Jail Cost		
Performance Measure	FY 2014	FY 2015
Total	\$76.33	\$79.13
IGA Total	\$68.74	\$69.71
State & Local	\$70.69	\$71.40
Private, Indirect	\$60.31	\$62.52
Private, Direct	\$98.53	\$108.24

Table 8 – Per Diem Rate by Facility Type. The USMS garnered economic efficiencies through greater utilizations of private detention and low-cost incremental rates.

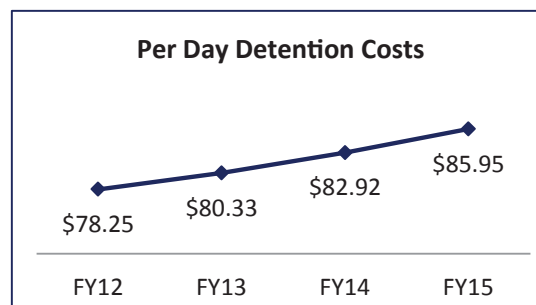


Figure 15 – Per Day Detention Costs. USMS supports the Federal Government's objective of housing detainees "as effectively and efficiently as possible."

- Produced 820,791 prisoners for court proceedings, attorney meetings, medical attention, Justice Prisoner and Alien Transportation System (JPATS) airlifts, and other physical transfers, as shown in Figure 16. The decrease in prisoner production was attributable to the decrease in the number of prisoners received, the average daily detention population, and the number of required prisoner transfers.
- Managed government resources efficiently by releasing 39,083 prisoners from USMS custody following short-term sentences, as shown in Table 9. Of the prisoners released following short sentence expiration, 86.4% were arrested for immigration offenses. Prisoners serving short-term sentences accounted for 6.5% of the total USMS detention population, and cost an estimated \$98 million annually for post-sentencing housing.
- Improved prisoner detention management by automating District Detention Management Reports (DDMR), which provide districts day-to-day details of detention operations, quality control, and performance evaluation. The new DDMRs allow districts to identify potential areas of concern and validate their operational data.
- Improved prisoner medical care by developing and implementing a self-service tool for districts to locate appropriate housing and medical resources for prisoners with various medical needs. The tool includes automated updates to display current and accurate facility data, such as location details, medical capabilities, costs, and points of contact in an interactive map. The tool will save both funding and resources for districts while improving prisoner medical care.
- Aligned detention resources and operations by assessing and refining the organizational structure, financial processes, and human capital of the USMS Prisoner Operations Division (POD) after merging with the OFDT. The new POD is more streamlined and better equipped to implement efficiencies in the detention system.
- Improved the procurement of guard/transportation service contracts by ensuring minimum qualifying standards. An agency-wide review of these contracts included a comprehensive inspection and verification of service action plans, inspection schedules, and training plans.
- Avoided over \$5.3 million in prisoner medical costs by developing a more robust case management system at the Columbia Regional Care Center, an improved prisoner medical care denials/deferrals/management process, a pharmaceutical formulary and generic medications program, and a Quality Assurance Medical Review process at USMS detention facilities using the services of U.S. Public Health Service officers.

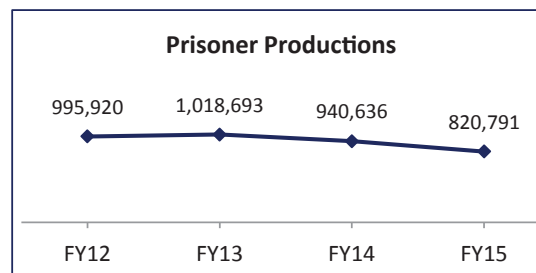


Figure 16 – Prisoner Productions. The decrease in prisoner production was attributable to the general decrease in the number of prisoners received, the average daily detention population, and the number of required prisoner transfers.

FY 2014 – FY 2015 Time-in-Detention: Prisoners Serving Imposed Sentences in USMS Custody		
Performance Measure	FY 2014	FY 2015
Prisoners with Short-Term Sentences Released by USMS	44,794	39,083
Time-in-Detention, Post Sentencing		
30 days or less	28,228	24,327
31-60 days	9,993	8,818
61 to 90 days	5,164	4,560
91 days or more	1,409	1,378
Average Detention Time (Days)		
Pre-Sentence	7.7	8.3
Post-Sentence	31.1	31.7

Table 9 – Time in Detention. An estimated \$98 million was expended to house prisoners, post-sentencing.

- Mitigated future cost increases and ensured improved delivery of medical services for USMS Prisoners in the re-compete of the National Managed Care Contract (NMCC). The NMCC will ensure prisoner medical claim processing and payments comply with the Medicare payment standards established by 18 U.S.C. § 4006; reduce pharmacy costs by establishing a pharmacy program with medication discounts and generic medication substitutions; streamline prisoner medical bill payments; and reduce the risk of agency audit findings.
- Improved non-federal detention facility inspection by automating the USMS Detention Facility Inspection Report. In a national roll-out, the USMS trained 250 District personnel from 94 districts to include Chief Deputy United States Marshals (CDUSMs), Supervising Deputies, Administrative Officers, Contract Officer Representatives, and DUSMs assigned Jail Inspector duties.

PRISONER TRANSPORTATION (OUT OF DISTRICT)

The Justice Prisoner and Alien Transportation System (JPATS) transports prisoners in support of the federal judiciary, the USMS, and the BOP. JPATS also provides prisoner transportation to state and local law enforcement agencies and other federal agencies, including the military, on a space-available basis.

JPATS manages the coordination, scheduling, and secure handling of prisoners in federal custody, transporting them to detention facilities, courts, and correctional institutions across the 94 judicial districts through a network of aircraft, cars, vans, and buses. JPATS air transportation operations provide greater security and economic savings than commercial airlines. Air transportation is conducted utilizing JPATS-owned and leased aircraft staffed with specially trained security enforcement, aviation, and medical support personnel.

FY 2015 Mission Execution Highlights

JPATS coordinated over 261,500 prisoner movements by ground and air transport in FY 2015. Of these, JPATS completed 100,800 prisoner air movements aboard its fleet of Boeing 737-400 (large), Saab 2000 (medium), and Hawker 800 (small) aircraft. Each year JPATS receives approximately 115,000 requests to transport prisoners. Each prisoner, on average, is moved 2.3 times within the ground and air network prior to arriving at his/her final destination. JPATS routinely serves over 40 cities and can adjust airlifts to any location in the United States as required. In FY 2015, as shown in Figure 17, the total number of prisoner transportation requests received decreased slightly compared to FY 2014.

In FY 2015, the USMS:

- Ensured timely prisoner movements by completing 99.8% of Air and Ground Prisoner Transportation Requests received.
- Maintained a safe and secure prisoner transportation environment by flying over 4,400 accident and incident free flight hours with aircraft availability at 94% (Boeing 737) and 95% (Saab 2000).

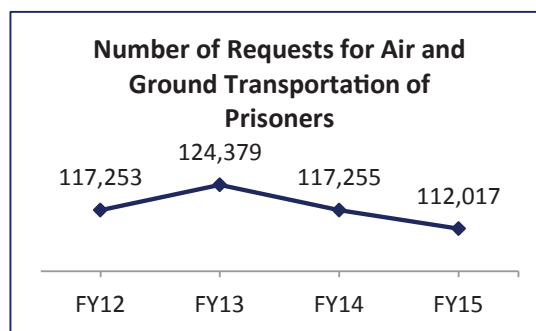


Figure 17 – Number of Requests for Air and Ground Transportation of Prisoners. JPATS routinely serves over 40 cities and can adjust airlifts to any location in the United States as required.

- Managed resources effectively by holding Transportation Unit Cost at \$1,299, 3.3% above FY 2014, as shown in Figure 18. The Transportation Unit Cost consists of the costs of transportation and in-transit housing.
- Improved communication, coordination, and security procedures at airlift site operations by providing cost-effective and efficient USMS District Ground Point of Contact training to over 1,300 USMS DUSMs via distance learning.
- Increased air transportation security by developing and providing daily prisoner transport intelligence reports to operational aircrews based on risk and threat analyses of the prisoners being transported.
- Avoided \$3 million in maintenance, training, and other associated program costs by transitioning the aging Hawker aircraft from an owned to leased asset. After completing a detailed assessment of a “wet lease” proof-of-concept and receiving approval from the JPATS Executive Committee, JPATS sold its Hawker aircraft in FY 2015, returning over \$1.85 million in proceeds to the JPATS revolving fund for future program capital investments. This small aircraft mission program shift will result in a 33% reduction of in-flight hour costs while continuing to sustain the required levels of security, transportation coordination, and medical services. For the Federal Prisoner Detention Account, this equates to a \$4.33 million savings in FY 2016-17.

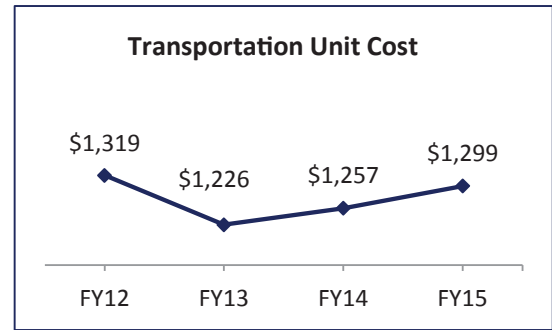


Figure 18 – Transportation Unit Cost. The cost of transportation and cost of in-transit housing was reduced to 3.8% below target.

GOAL 4: SAFETY OF LAW ENFORCEMENT PERSONNEL

Promote officer safety and provide effective support during domestic and international emergencies



LAW ENFORCEMENT PERSONNEL SAFETY

The protective, investigative, and detention missions of the USMS place operational personnel, along with various law enforcement partners, in situations with a potential for violence. Ensuring the safety of law enforcement personnel and America's communities is paramount to the USMS.

FY 2015 Mission Execution Highlights

To mitigate risk to law enforcement personnel, the USMS created a Law Enforcement Safety Training Program dedicated to this mission. This program includes the Tactical Training Officer (TTO) program, district specific risk training, and High-Risk Fugitive Apprehension Training (HRFA). In FY 2015, the USMS trained 758 operational personnel in officer safety, including 131 Task Force Officers in HRFA training.

In FY 2015, the USMS:

- Ensured continued improvements to officer safety and preparedness by establishing a five-year agreement with the Louisiana National Guard to use range space for firearms training. The USMS' only costs will be for specific upgrades and maintenance. This advances the agency initiative to increase accessibility of firing arms training for operational personnel.
- Increased officer safety and reduced training costs by using regional training venues for HRFA training. The agency conducted 24 HRFA courses for USMS and task force personnel. Costs were reduced by more than \$400,000 through less travel and using equipment and ammunition purchased with previous year's funding.

- Enhanced USMS officer safety and preparedness by deploying the TTO program. This program provides operational personnel additional and more timely training in critical skills.
- Ensured the quality of tactical safety equipment deployed by conducting tests on ballistic supplemental, soft, and hard armor.
- Improved officer safety by developing training equipment kits to be used by all TTOs in the field. Deployed kits to all outside continental U.S. offices. Initiated kit deployment to districts.

DOMESTIC AND INTERNATIONAL EMERGENCY SUPPORT

The USMS equips operational personnel with critical tactical communication capabilities, including equipment that is interoperable with federal, state, and local law enforcement partners. The USMS also ensures that procedures, systems, and resources – including adequately trained personnel – are in place to allow for rapid response to national emergencies, crises involving homeland security, special assignments, and security missions.

FY 2015 Mission Execution Highlights

Increasing threats to public safety highlight the persistent challenge for law enforcement personnel to maintain readiness. This is particularly necessary in a climate of budget reductions and proliferating risks such as advancements in weaponry and technology. The USMS has significantly expanded its capacity to equip and train law enforcement officers and respond to emergencies.

To respond to high-risk and sensitive situations, USMS utilizes the Special Operations Group (SOG) which is trained and equipped to respond to situations requiring skills such as explosive breaching, evasive driving, and tactical medical support. SOG also represents the USMS at the Combating Terrorism Technical Support Office meetings and events in support of DOD, and co-chairs the Tactical Operations Support subgroup of the Technical Support Working Group.

In FY 2015, the USMS:

- Mobilized SOG in response to 120 High Threat and Emergency Deployments, a 6% increase from FY 2014, as shown in Figure 19. Collateral SOG DUSMs from 43 districts and 4 divisions were deployed for a total of 61,692 work hours.
- Enhanced the medical capabilities of six SOG medics through coordinated activities with the Naval Special Warfare Medical Clinic in San Diego, CA. The SOG medics assisted U.S. Navy Corpsmen and doctors during three rotations of Basic Underwater Demolition/SEAL. This exposed SOG medics to a wide variety of medical cases which are often seen in SOG selection, training, and operations.
- Increased law enforcement training opportunities by providing more than 30 federal, state, and local agencies use of the SOG Tactical Center in Pineville, Louisiana. With over 75 days of use, the facility is recognized as an ideal location to train personnel to respond to a variety of emergency or threatening situations.

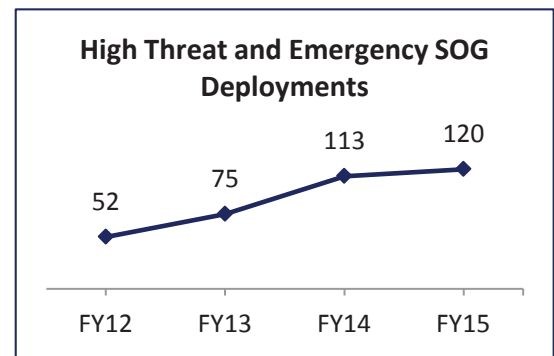


Figure 19 – High Threat and Emergency SOG Deployments. Increasing in number, SOG deployments are essential elements in missions such as fugitive man hunts.

- Increased officer safety by providing two weeks of Collateral Communications Officer (CCO) Basic Training for 42 USMS district and division CCOs. Combined with the initial eight weeks of training held during FY 2014, over 190 CCOs are now trained.
- Achieved 48 K9 finds (e.g. weapons, spent shell casings) in support of federal, state, and local investigations or enforcement operations. The 20 K9 teams in the Explosive Detection Canine Program conducted 5,903 hours of facility security sweeps, 5,329 hours of protective sweeps, and 179 hours of search warrants. USMS K9s rapidly rule out the presence of dangerous materials in unattended packages, structures, or vehicles.
- Enhanced USMS perimeter security capabilities by training three in-service K9s to search for explosives and weapons on people both moving and stationary (i.e., Specialized Search Dog/Mobile Threat Targeting.) This capability allows for a more preventative and proactive outdoor perimeter security concept that is applicable in a wider variety of events occurring in and around USMS facilities during high threat trials, protests, etc. The training, developed in collaboration with the USMS Counter Surveillance Teams and through existing ATF training partnerships, resulted in a cost savings of approximately \$75,000 and the ability to rely on agency assets for future training.
- Expanded the Operational Medical Support Unit (OMSU) program to include instruction on K9 Medicine and Kinesio Tape. The OMSU added eight hours of K9 Medicine and provided Level I certification in Kinesio Tape techniques in the OMSU Emergency Medical Technician Recertification Course.
- Improved USMS ability to respond to trauma situations by providing medical training through Deputy Trauma Courses. This training included over 1,800 hours of stand-alone classes for districts and divisions, 14 sessions in conjunction with HRFA training, and one session for two USMS Basic Deputy Classes.
- Supported investigative operations and judicial protection missions with 280 OMSU deployments. Treated 240 patients in support of these operations.
- Increased coordination and collaboration with state and local law enforcement agencies by conducting medical trauma training. Additionally, the USMS is assisting these agencies with the development of their own version of trauma training.
- Provided advanced operations and medical support through 98 training deployments (over 16,00 hours) and 402 mission-related deployments (over 61,000 hours), including OMSU intervention and treatment for medical emergencies including heat stroke, blunt trauma injury, significant head injuries, gun shots, and basic life support in remote locations, as shown in Figure 20.

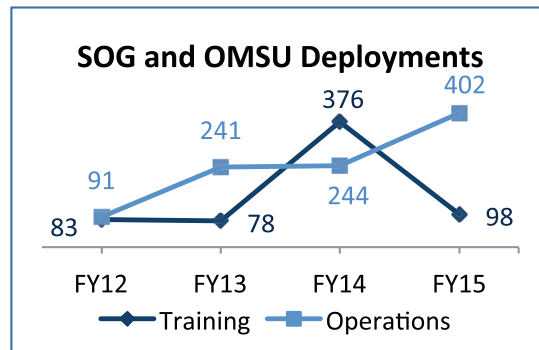


Figure 20 – SOG and OMSU Deployments. USMS deployed SOG and OMSU in support of operations and maintain critical certification requirements.

GOAL 5: PROFESSIONAL WORKFORCE

Ensure professionalism and accountability, and promote innovation



PROFESSIONAL WORKFORCE

The USMS requires a professional workforce to accomplish its complex and varied missions. The USMS workforce consists of approximately 5,366 employees, 74% of which are law enforcement, in over 289 locations. Administrative functions provide the necessary foundation for effective service delivery, results focused operations, and risk abatement. The USMS continues to assess and advance human resource systems and operations to meet emergent challenges and increasing requirements.

FY 2015 Mission Execution Highlights

In FY 2015, USMS leadership continued to find ways to optimize processes and resources to maximize results. The USMS continued to identify areas for program or process improvement through advanced data analytics, increased customer feedback, and enhanced compliance reviews. The agency held two Basic Deputy U.S. Marshal (BDUSM) classes, initiated 246 recruitment actions, and hired 138 administrative employees. Overall, the USMS filled 234 positions.

In FY 2015, the USMS:

- Improved the USMS response rate and scores on the Federal Employee Viewpoint Survey (FEVS). In response to the 2014 results, the agency contextualized and individualized the FEVS results for senior leadership and designed and implemented an employee engagement communication and improvement plan. Between the 2014 and 2015 surveys, the USMS response rate increased 25.7% and the USMS Employee Engagement Index rose 3% to 66%, just missing the 2016 target of 67%. The improved participation rates allow for individualized district/division level results for 91 offices, compared to 64% in the previous year. The USMS response rate ranked third among the DOJ components and exceeded the government-wide average by 18%.
- Increased employee conduct accountability and reduced recidivism by processing employee misconduct and investigation cases in a fair and timely manner. Compared to FY 2014, the agency closed 16% more investigations and 4% more disciplinary cases, despite an 18% overall increase in new complaints.
- Improved processing and timely delivery of employee awards. Formed a team to track, process, and communicate award actions, while a second independent team verified the actions. The USMS successfully processed awards with less than a 1% error rate.

- Optimized use of available vacancies while ensuring the number of positions remained within established ceilings by enhancing the staffing model and continuing to link workload to hiring. The operational and administrative staffing models were refined and supplemented by multiple formula adjustments including those for detention/prisoner management and investigative operations.
- Provided for easier and more consistent lateral movement between offices and reduced hardship on employees through the revised Office of Preference (OPREF) reassignment process. The USMS decoupled the reassignment process from the hiring process to allow regular, quarterly opportunities for internal movement. The agency processed approximately 100 internal OPREF reassignments during FY 2015.
- Expanded the DUSM applicant pool by facilitating USMS employee career transitions from administrative to operational. The agency received over 100 internal applications, issued 31 tentative offers, and by the end of FY 2015 placed 10 employees in desired operational positions.
- Updated the USMS Merit Promotion Plan to accurately reflect current USMS processes, reduce agency risk, and comply with DOJ and Office of Personnel Management (OPM) regulations. The updated plan is comprehensive, current, and transparent.
- Promoted over 200 current USMS employees to senior professional and management positions through the career board process. The USMS administered the 2015 Merit Promotion Exam for over 2,900 employees (78% of the operational workforce) and rated approximately 1,400 open season application packages.
- Advanced the USMS efforts to identify and select qualified candidates for administrative positions. The agency developed new SOPs to incorporate finance subject matter experts into the recruitment and selection of finance-related district positions. This new coordinated review process ensures that selectees for district finance positions have the skills, experience, and educational background required to successfully perform the duties of these positions.
- Streamlined the recruitment for and filling of three common USMS positions by developing and distributing standard hiring packets including job analyses, assessment tools, and vacancy announcements.
- Provided 206 students and 12 veterans learning opportunities and USMS experience through the Student Volunteer and Operation Warfighter internship programs. These learning opportunities included law enforcement guest speakers and field trips.
- Improved USMS performance management by streamlining and automating aspects of the Performance Work Plan process. The enhancements improved tracking and reporting capabilities. Overall, this enhanced program management capability and increased accountability for the performance management process.

TRAINING AND DEVELOPMENT OPPORTUNITIES

A comprehensive training plan is an integral component for an organization to promote and ensure professionalism, accountability, and promote innovation. Through training, the USMS is able to address both the needs of the organization and the needs of its personnel. The USMS strives to identify needs of employees and develop mechanisms to provide critical training, within the budget and resource constraints that exist in today's workplace.

FY 2015 Mission Execution Highlights

During FY 2015, the USMS continued to develop training programs and leverage technology to provide continued competency development and reduce skill gaps. The agency developed a comprehensive training plan to meet specific mission and certification requirements.

In FY 2015, the USMS:

- Received USMS Training Academy accreditation from the Federal Law Enforcement Training Accreditation (FLETA) board. Accreditation recognizes that all training programs managed at the Academy are administered, developed, and delivered according to strict FLETA standards, including 52 training program and 20 Academy operation standards. To maintain accreditation, the agency must continually review, revise, and improve processes and training programs to meet the current and future needs of USMS employees.
- Advanced the Distance Learning Training Program to include a catalog of over 1,500 courses required for or relevant to USMS operational and administrative employees. Developed and conducted 13 distance learning courses specific to USMS needs. Training topics included operational security, electronic recording of statements, whistleblower protection, property officer, and prisoner suicide prevention.
- Improved employee skills and proficiency by providing instructor led training to over 2,800 USMS employees and task force partners, as shown in Figure 21. Training included: High Risk Fugitive Apprehension Training; Firearms Instructor Training; Basic Deputy Training Course; Professional Development and Leadership Training; Retirement Seminars; Judicial Security Training; Tactical Training Officer Training; and Less than Lethal Instructor Training.
- Identified core competencies and existing skill gaps for all operational and the five most common administrative personnel job series. The agency developed workforce requirements including the knowledge, skills, and experience required to meet USMS missions, based on OPM reports and other federal agency best practices. The final report prioritizes competencies and skill gaps to facilitate prioritization of training development.
- Increased timely offering of supervisory training for newly promoted and hired supervisors via distance learning modules to comply with OPM requirements. The agency revised the Supervisory Leadership Development course and refined the Chiefs Development Program course. These administrative and operational supervisory training courses provide the leadership skills necessary to effectively manage personnel and address organizational challenges.
- Strengthened the professionalism and safety of Witness Protection operational staff by establishing a training curriculum to include over 200 hours in witness security, risk mitigation, and officer safety instruction. The training introduced the critical topics of surveillance detection, defensive tactics, BOP gangs technologies, and Technical Operations Group surveillance technologies.

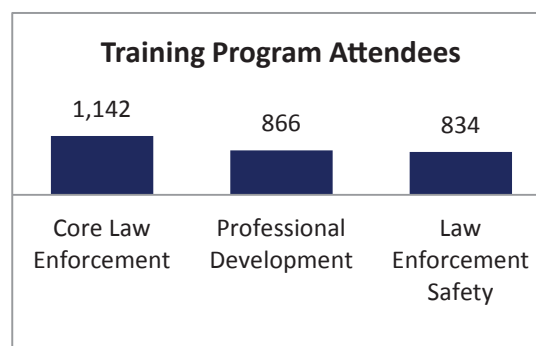


Figure 21 – Training Program Attendees. USMS Training programs ensure that personnel have the tools needed to meet current and future requirements and opportunities.

- Enhanced virtual training and conference capabilities to enable live broadcasts to internal and external, geographically-dispersed users by deploying Adobe Connect. The FedRamp certified cloud service provider allows USMS employees to participate in enterprise-level virtual broadcasts, training events, interactive chats, and video sharing with internal and external customers while reducing the cost of travel and facility setup associated with student participation.
- Advanced the implementation of agency strategic priorities by conducting National Management Training for 122 USMS employees including executive leadership, division leadership, United States Marshals, and Chief DUSMs from districts of the eastern half of the country. The agenda included the following topics: Fair and Impartial Policing; Leadership in Crisis; Managing the Complexities of Today's Work Environment and Workforce; Financial Management and Audit Readiness; Ethics Training; Employee and Labor Relations; Law Enforcement Safety; Equal Employment Opportunity Training; and the USMS Extended Strategic Plan.
- Increased international partnerships with several critical foreign counterparts by providing critical law enforcement guidance and training. Through the Plan Colombia Initiative, the USMS worked with the Colombian National Police, Fiscalía (Office of the Attorney General, Colombia), and the Minister of Justice to develop a strategic plan for Colombia. Through the Merida Program in Mexico City, the USMS trained over 400 Mexican law enforcement personnel in Basic and Advanced Fugitive Investigations, Tactical Driving, Protection of High Value Targets, and Special Operations Unit Development.
- Increased USMS employee professionalism by incorporating employee conduct as a core element in supervisory and BDUSM training. Topics included common types of misconduct, techniques for prevention, reporting responsibilities, and potential disciplinary penalties of substantiated misconduct.

PROGRAM ASSESSMENT

The core mission of the USMS Compliance Review program (CR) is to provide independent, objective assessments of USMS program activities. The CR program assists the USMS in accomplishing its objectives by executing a systematic, disciplined approach to the evaluation and improvement of risk management processes, efficiency of operations, and governance. The CR program is the USMS' key internal control mechanism for all operational and administrative programs and directly impacts the USMS Director's priority to increase security, productivity, accountability, and compliance by providing critical support for USMS Strategic Plan Objectives. The USMS CR program provides the USMS management with trend analyses, observations, and recommendations culled from the successful execution of the district and division review programs, the Office of Management and Budget (OMB) Circular A-123 Management's Responsibility for Internal Control program, and the external audit liaison function.

FY 2015 Mission Execution Highlights

To assist districts and divisions in their efforts to achieve compliance with policies, procedures, regulations, and laws applicable to their areas of responsibility, the USMS developed the Self-Assessment Guide (SAG). The SAG provides a consistent mechanism for ensuring compliance while addressing and mitigating risks facing the USMS. The CR program makes every effort to ensure the SAG is current and risks are mitigated.

In FY 2015, the USMS:

- Improved agency internal compliance efforts by updating the SAG and deploying to all 94 districts and 13 divisions. Compiled and provided SAG results to help senior leadership target and prioritize areas needing corrective action.

- Facilitated use and management of the electronic SAG by including a dashboard and additional reports.
- Advanced the USMS initiative to implement a four-year compliance review cycle for all districts and divisions by conducting 18 reviews as shown in Figure 22, the most conducted in one year since the program was revitalized in 2008.
- Ensured effectiveness and success of compliance reviews by increasing the pool of diverse and qualified Auxiliary Compliance Review Team (ACRT) members and providing enhanced ACRT training. The agency developed a 24-hour curriculum satisfying the Generally Accepted Government Auditing Standards and including the following topics: attribute-based testing, internal controls, the assurance statement process, and enterprise risk management. The agency trained 42 (26 operational and 16 administrative) new ACRT members.

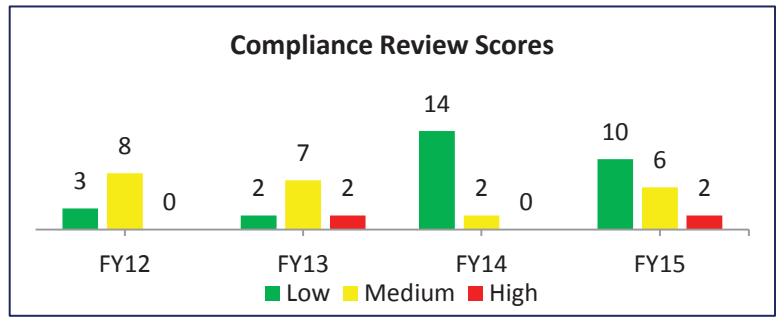


Figure 22 – Compliance Review Scores. The Compliance Review Program is the USMS’ key internal control mechanism for all operational and administrative programs. The risk-based rating system identifies reviews that are high, medium, or low risk to agency operations, reputation, and funding status.

GOAL 6: INFRASTRUCTURE DEVELOPMENT

Develop a strong and efficient operating infrastructure by modernizing business processes and systems



FINANCIAL MANAGEMENT MODERNIZATION AND COMPLIANCE

The USMS' financial management encompasses budget formulation and execution, financial and accounting services, financial systems management and oversight, accuracy of financial statements, audit coordination, and procurement activities and compliance.

FY 2015 Mission Execution Highlights

The Financial Services Division successfully converted the Austin Processing Center (APC) from a pilot in 16 districts to full implementation in all 94 districts. By centralizing payment activities at the APC and streamlining the payment process, the USMS improved operational efficiency, increased transparency, and improved accountability. It also reduced district workload and significantly improved the agency's audit readiness capability. Centralizing obligation management and oversight was pivotal to the FY 2015 financial audit success with demonstrated improvement in audit sample error rates as shown in Figure 23 and purchase card reconciliations, as shown in Table 10.

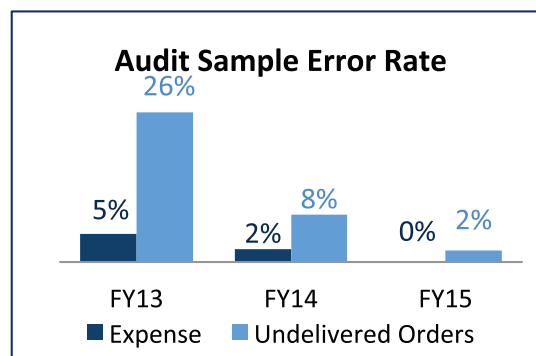


Figure 23 – Audit Sample Error Rates. Reduction in error rates corresponded with establishment of the APC.

Purchase Card Reconciliations						
	Mid-Year Data			End of Year Data		
	Successful	Total	Percentage	Successful	Total	Percentage
Cardholders	652	655	99.54%	648	652	99.39%
Transactions	9,006	9,009	99.97%	12,834	12,841	99.95%
Dollars	\$5.20M	\$5.20M	99.99%	\$8.86M	\$8.86M	99.99%

Table 10 – Purchase Card Reconciliations. The USMS has successfully adopted daily purchase card reconciliation, improving the accuracy of month-end and year-end balances.

The APC has become a center of excellence within the USMS and is being used as a model for the Executive Office for the U.S. Attorneys (EOUSA) to create their own processing center. The USMS will leverage the business methodologies of the APC to assist the EOUSA in achieving greater operational efficiency and cost savings.

In FY 2015, the USMS:

- Demonstrated good stewardship of appropriated funds by receiving a clean audit opinion with no major deficiencies reported for the second consecutive year. This continued success is attributed to ongoing online and other training sessions, amended and improved business processes, quarterly program and transactions reviews, and timely policy updates all of which are conducted in a stable financial environment with consistency, responsibility, and oversight as its foundation.
- Decreased actual error exceptions by providing training sessions, improving business processes, and performing quarterly program and transactions reviews. The undelivered orders rate decreased from 8% to 2%, and the expense rate decreased from 2% to 0%, as shown Figure 23.
- Processed more than 38,000 transactions, over 13,000 fact witness payments, and prepared more than \$1.3 billion in payments for the 94 districts at the APC.
- Mitigated procurement related risk by developing a formalized, annual procurement training plan and three procurement-related distance learning modules on high risk topics, such as small business procurement, contractor personnel interaction, and unauthorized commitments. Employees received timely and pertinent information on procurement topics and acquisition developments, while maintaining compliance with federal and DOJ regulations.
- Reduced agency risk by modernizing the payment process for paying confidential informants. The New Technology Add-On Program, facilitated by the Department of Treasury's government wide payment modernization initiative, replaced payments by paper check with electronic money transfers to an established account. The secure system with internal controls and offset waivers not only reduces risk, but also ensures proper accounting.
- Improved budgeting and forecasting by establishing a cyclical replacement program for mission-critical equipment. Used current industry standards to develop funding requirements for equipment allocation and lifecycle replacement. A base funding request was submitted during the FY 2017 spring call to enable the USMS to institutionalize the replacement cycle so that equipment is replaced on a regular annual basis rather than when funding becomes available.
- Improved the development and processing of critical budget documents by streamlining processes and decreasing completion time. The USMS also updated SOPs to include step-by-step instructions to correctly create and process all necessary USMS funding documents. These SOPs will help ensure that critical budget documents are created consistently and correctly, and will serve as a useful reference and training guide for future budget analysts.
- Ensured compliance with Department of the Treasury reporting requirements by developing and standardizing 20 additional reports. These reports streamlined oversight and management of financial transactions and improve reconciliations.
- Improved operational efficiency and reduced staff workload by automating the monthly accruals process.

- Provided United Financial Management System (UFMS) implementation expertise to the DOJ's Offices, Boards, and Divisions, in preparation for their upcoming UFMS integration. USMS shared user procedures, system account management and configuration documentation, and lessons learned related to the agency's implementation of the UFMS.

MODERNIZATION OF TECHNOLOGY AND SYSTEMS

The USMS must address the dual challenge of supporting legacy systems that lack necessary capabilities and acquiring technology solutions to deliver effective and efficient capabilities. Central to this effort is aligning with best practices and ensuring compliance with federal mandates.

FY 2015 Mission Execution Highlights

The USMS has undertaken several projects to improve efficiencies and enhance network capabilities. These projects included the implementation of the Property and Asset Control Enterprise Solution (PACES), the establishment of the Property Management Asset Center, and the installation of a secure wireless network at USMS headquarters. Additionally, significant software licensing and contractor support costs during the FY were avoided by using an in-house solution for vetting mobile applications.

In FY 2015, the USMS:

- Improved operational efficiencies through implementation of a PACES. Results of the implementation include: 1,080 hours of staff time returned to operational asset managers, manual forms processing reduced by 85%, and need for onsite inventories reduced from four to one annually. The first annual inventory completed using PACES achieved 99% accountability, and reduced unaccounted losses from 5% under the old system to less than 1%. The implementation of PACES also reduced property losses by 50% overall for the agency, property policy documentation by 50%, and asset disposal processing time by 25%.
- Improved transaction processing efficiency, user response timeliness, and overall customer service by establishing a Property Management Asset Center.
- Improved future network capabilities by developing and configuring a secure wireless network. Wireless network capability provides greater workspace flexibility and potential cost savings.
- Streamlined equipment allocation by developing USMS workforce user categories based on mobility and stationary working environment needs. The user categories allow the agency to more efficiently and effectively manage future Capital Equipment Replacement Program activities and transition to a location independent workforce.
- Avoided approximately \$1.173 million of software licensing and contractor support costs that would be required for an off-the-shelf solution by developing an in-house solution for vetting mobile applications. The Mobile Application Vetting Guideline for iOS provides USMS employees with safe and secure installation procedures to minimize the agency's vulnerability to security threats that can accompany some mobile applications.
- Established the USMS Mobility Program to begin preparations for a fully enabled and location agnostic mobile workforce. A mobile workforce will be more efficient in mission execution. The Mobility Program Office serves as a single point of contact for mobility guidance, planning and deployment.

- Established goals and milestones toward creating system-wide upgrades to the operational case management system. Through the completion of a business case analysis, USMS projected the cost for procuring a real-time data solution that will provide both USMS operational and administrative users with an integrated, automated, and accessible system. Additional benefits include improved data quality; federated search capability; enhanced reporting and analytics; geospatial analysis and visualization capabilities; advanced document management; and improved role-based access controls. These efforts will not only allow the USMS to strengthen its partnerships with DOJ components, other agencies, and state and local law enforcement, but they will also improve the USMS' ability to discover information, generate knowledge, and provide the USMS with an integrated, seamless, and reliable system that is readily accessible to relevant data.

ENVIRONMENTAL STEWARDSHIP

The USMS environmental programs include greenhouse gas, energy, climate change, and environmental management. These programs are established to ensure compliance with regulatory requirements. Agency-wide policy ensures integration of environmental factors into operational and program execution.

FY 2015 Mission Execution Highlights

Federal agencies must integrate considerations of the challenges posed by climate change into their programs, policies, rules, and operations.

In FY 2015, the USMS:

- Developed and implemented a comprehensive climate change adaptation policy, and established an environmental program to support DOJ compliance with Executive Order 13653, "Preparing the US for Impacts of Climate Change." Conducted a high-level vulnerability analysis, developed a process for preparedness planning and evaluation, and identified specific actions for increasing climate resilience.

FACILITIES AND FLEET MANAGEMENT

The USMS established facility and fleet management programs to enhance the security and reliability of agency resources and ensure compliance with regulatory requirements.

FY 2015 Mission Execution Highlights

The USMS developed and implemented new facility and fleet management programs to improve the security and reliability of these agency resources.

In FY 2015, the USMS:

- Established a prioritization process for construction projects which places the greatest emphasis on deputy safety and courthouse security. This prioritization facilitates the generation of the annual construction project spend plan and provides DOJ and OMB with additional criteria to consider when reviewing and recommending construction appropriations.
- Enhanced security for USMS headquarters, reduced annual operating costs by \$300,000, and supported the agency's efforts toward federal footprint reduction by establishing a Memorandum of Understanding with DOJ to relocate the warehouse and staff to the Justice Management Division's Landover Operations Center. This relocation improved USMS ability to screen for biological, chemical, and radioactive materials.

- Implemented a space utilization plan to consolidate headquarter operations in FY 2017, which will result in the release of approximately 63,500 square feet and rent savings of an estimated \$10 million per year. In FY 2015, the USMS developed office space square footage standards that provide equality in assigning employee workspaces, help control costs, and will optimize renovations. The USMS also established a records reduction plan which decreased the need for usable office space by transferring more than 1489 record boxes from USMS division and district offices to nationwide Federal Records Centers.
- Reduced the cost of outfitting vehicles by 10%, resulting in a savings of approximately \$1,000 per vehicle by implementing a new vehicle outfitting program. This program allows the USMS to deliver road-ready operational vehicles to the districts with reduced down-time and administrative burden for outfitting. USMS also reduced fleet acquisition costs by \$1.2 million by leasing a prisoner transport vehicle.

APPENDIX: GLOSSARY OF ACRONYMS

ACRT	Auxiliary Compliance Review Team
ADP	Average Daily Population
AFF	Asset Forfeiture Fund
AFFI	Asset Forfeiture Fund Investigator
AFP	Asset Forfeiture Program
APC	Austin Processing Center
ASAT	Active Shooter/Active Threat
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
AWA	Adam Walsh Child Protection and Safety Act of 2006
BOP	Federal Bureau of Prisons
CCO	Collateral Communications Officer
CGU	Counter-Gang Unit
CR	Compliance Review
CSO	Court Security Officer
DDMR	District Detention Management Reports
DOD	Department of Defense
DOJ	Department of Justice
DUSM	Deputy United States Marshal
EOUSA	Executive Office for the U.S. Attorneys
FEVS	Federal Employee Viewpoint Survey
FLETA	Federal Law Enforcement Training Accreditation
FPBDS	Federal Performance-Based Detention Standards
FPD	Federal Prisoner Detention account
FTE	Full-Time Employee
HRFA	High Risk Fugitive Apprehension
IGA	Intergovernmental Agreement
INTERPOL	International Criminal Police Organization
ISC	Interagency Security Committee
JPATS	Justice Prisoner and Alien Transportation System
JSI	Judicial Security Inspector
LESTP	Law Enforcement Safety Training Program
LInX	Law Enforcement Information Exchange
MHANY	Mutual Housing Association of New York
NCMEC	National Center for Missing and Exploited Children
NCTC	National Counter Terrorism Center
NJTTF	National-Joint Terrorism Task Force
NMCC	National Managed Care Contract
OEO	Office of Enforcement Operations
OFDT	Office of the Federal Detention Trustee
OMB	Office of Management and Budget
OMSU	Operational Medical Support Unit
OPM	Office of Personnel Management

OPREF	Office of Preference
PACES	Property and Asset Control Enterprise Solution
POD	Prisoner Operations Division
PVR	Percent of Value Returned to Fund
S&E	Salaries and Expenses
SAG	Self-Assessment Guide
SOG	Special Operations Group
SOP	Standard Operating Procedure
TTO	Tactical Training Officer
UFMS	Unified Financial Management System
USMS	United States Marshals Service
VR ⁷	Violence Reduction ⁷

